United Nations A/61/319

General Assembly

Distr.: General
7 September 2006

Original: English

Sixty-first session
Item 121 of the provisional agenda*
Human resources management

Management Performance Board

Report of the Secretary-General**

Summary

The present report responds to the General Assembly resolution 60/238 of 15 February 2006, in which the Assembly requested the Secretary-General to submit a report on the first year's activities of the Management Performance Board.

The report summarizes the activities undertaken by the Board since its inception, particularly in relation to the human resources action plans and the senior management compacts between the Secretary-General and programme managers.

* A/61/150.

** The present report is being submitted late owing to the delay in the provision of information and the requirement for clearance.

06-49355 (E) 021006

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I. Introduction

1. The present report responds to General Assembly resolution 60/238 of 15 February 2006, in which the Assembly requested the Secretary-General to submit for consideration at its sixty-first session a report on the activities of the Management Performance Board since its inception, including how it has met the request of the General Assembly, contained in section I, paragraph 10, of its resolution 59/266, that the internal system of accountability with respect to human resources policies and objectives be strengthened in order to hold programme managers accountable for their performance in achieving the objectives contained in human resources action plans.

2. In May 2005, the Secretary-General established the Management Performance Board as a measure to strengthen the accountability framework of senior managers (see ST/SGB/2005/13). The Board is responsible for monitoring and analysing the manner in which senior managers exercise all aspects of their authority to ensure that they are properly undertaking the responsibilities that have been entrusted to them, including their performance in achieving the objectives contained in human resources action plans. The members of the Board are appointed by the Secretary-General for a two-year term, and comprise the Deputy Secretary-General as Chairperson, two members at the Under-Secretary-General level and an external expert in public sector management.

3. In July 2005, the Board held its first organizational meeting to review the existing methodology used to assess management performance of its senior managers. At its second meeting, in December 2005, the Board recommended the adoption of a redesigned senior management compact to form the basis for an annual assessment of performance of senior managers.

4. The Board met in July 2006 to review actual results compared to targets contained in the human resources action plans for 2005 and review the 2006 compacts. It recommended a series of actions for follow-up and ensuring accountability for managerial commitments.

II. Human resources action plans

5. The Board undertook a review of departmental performance in respect of the first half of the 2005-2006 planning cycle. Twenty-five departments and offices were measured against predefined human resource management targets (see annexes I and II, which contain a sample human resources action plan and a list of the departments and offices covered by the plans). Twenty-five indicators had been established, covering nine areas of human resource management and reflecting mostly legislative mandates. Both accountability targets and awareness indicators were included. Three assessment categories had been formulated (satisfactory, partially achieved and not achieved).

6. Several departments experienced difficulty in achieving gender balance targets, particularly at the senior level. Other departments had real problems in achieving both gender and geographic targets. The Secretary-General's current recruitment reforms are designed to address some of the systemic difficulties in this regard. Poor performance also seems to indicate insufficient awareness among heads

of department that contributing to achieving equitable geographical distribution in the Secretariat is something for which they are responsible.

7. On the advice of the Board, the Deputy Secretary-General subsequently transmitted the performance summary and ranking data to all heads of department and office, along with customized reminders to those who were not meeting the targets of their obligations as managers. Managers were also reminded that consistent non-achievement of the targets could ultimately result in the delegated authority for recruitment and placement decisions being removed.

8. It is anticipated that final assessments of performance for the 2005-2006 cycle will be undertaken in early 2007.

III. Senior management compacts

9. At the second meeting of the Board, in December 2006, a redesigned framework for senior management compacts between the Secretary-General and programme managers was approved. The revised compact brings together a comprehensive set of indicators covering programmatic and managerial objectives for which the department head will be held accountable. The first section of the compact contains the programme priorities of the head of department and represents the particular areas of the work programme that the head of department will have a substantial personal involvement with. In many ways, this is similar to the goals included in the PAS of staff members.

10. The rest of the compact contains standard objectives that apply to all department heads. The second section contains special objectives aimed at addressing systemic problems or expediting organizational change. For example, strengthening of self-evaluation has been included in the 2006 compact to help ensure that this change takes place. The third section covers human resources management, reaffirming the need to adhere to the commitments of the human resources action plan, and highlights high priority targets, such as equitable geographic distribution of staff and gender balance. The fourth section contains targets for implementation of oversight body recommendations, while the fifth contains targets for ensuring ethical conduct. As well as the above, the compact also embraces the objectives of the approved programme budget and emphasizes the accountability of the head of department for the overall programme performance of his or her department. The senior management compact form used for 2006 is contained in annex III.

11. The compacts for 2006 were reviewed by the Board at its meeting in July 2006 to ensure that they would provide a sound basis for performance review at the end of the year. In some cases, heads of department were requested to make revisions to their compacts before they were signed by the Secretary-General.

12. The Board will meet in the first quarter of 2007 to review actual performance and advise the Secretary-General accordingly.

IV. Conclusions and recommendations

13. The activities undertaken by the Management Performance Board during its first year of operations represent a significant step forward towards holding programme managers accountable for their performance in achieving their programme objectives and the objectives contained in their human resources action plans. In addition, the assessments to be carried out in the first quarter of 2007 will provide the new Secretary-General an opportunity to assess the performance of the senior management team and a basis for identifying systemic weaknesses that the Organization needs to address.

14. The General Assembly may wish to take note of the present report.

Annex I

Sample human resources action plan

Human Resources Planning: Fourth Cycle (1 January 2005 - 31 December 2006)

HUMAN RESOURCES ACTION PLAN

OFFICE/DEPARTMENT

The Under-Secretary-General for D/O and the Assistant Secretary-General for Human Resources Management have reviewed the status of Human Resources Management (HRM) in the D/O (D/O) based on the outcomes and the baselines of the 3rd Human Resources Action Plan (HRAP) cycle at closing on 31 December 2004. They have agreed to jointly provide their continuous support to the Secretariat's organizational core HRM targets, in compliance with the relevant resolutions of the General Assembly, and to foster the partnership between OHRM and D/O in this area.

The USG for D/O and the ASG for HRM have approved the enclosed HRAP for the 4th HRAP cycle (2005-2006) which contains HRM targets that D/O commits to meet. In turn, OHRM will assist D/O by providing relevant statistical data throughout the planning cycle and necessary assistance within its competence.

The HRAP includes both core management accountability indicators as well as non-core awareness indicators for indicative purposes. Relevant comparisons with departmental or Secretariat-wide performance data during the 3rd HRAP cycle are included wherever necessary.

Mr./Ms. XXX Under-Secretary-General D/O	Ms. Jan Beagle Assistant Secretary-General for Human Resources Management

Management area I: Vacancy management

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
1	***To achieve and/or maintain HR RB VACANCY RATES as close as possible to 0% and not above 5%.***	1a) Rolling HR vacancy rate for all RB posts 1b) Rolling HR vacancy rate for RB posts in the professional and higher categories	HR RB vacancy rates for all posts ≤ 5% HR RB vacancy rates for posts in the professional and higher categories ≤ 5% [*]	D/O's HR vacancy rate for all RB posts as of December 2004: % D/O's HR vacancy rate for RB posts in the professional and higher categories as of December 2004: %
2	***To achieve and/or maintain HR XB VACANCY RATES as close as possible to 0% and not above 6.5%.***	2a) Rolling HR vacancy rate for all XB posts 2b) Rolling HR vacancy rate for XB posts in the professional and higher categories	HR XB vacancy rates for all posts ≤ 6.5% HR XB vacancy rates for posts in the professional and higher categories ≤ 6.5% [*]	D/O's HR vacancy rate for all XB posts as of December 2004: % D/O's HR vacancy rate for XB posts in the professional and higher categories as of December 2004: %
3	***To reduce SELECTION TIME for vacant posts to an average of 120 days (compared to an average of 174 days at the close of 2004).***	3) Average number of days between the date of the issuance of vacancy announcements and date of the selection decisions by the Head of the Department/Office	Average selection time ≤ 120 days [*]	Average selection time by D/O in 2003-2004: days

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
4	***To advertise all ANTICIPATED VACANCIES at least 6 months prior to mandatory age of retirement date.***	4) Number of vacancy announcements in Galaxy published 6 months before mandatory age of retirement date as compared to the number of predictable vacancies in the 4th HRAP cycle (percentage)	100% of vacancy announcements for anticipated retirements in 2005 and 2006 are issued at least six months in advance	Projected retirements in 2005: Projected retirements in 2006:
5	***No EXTENSIONS BEYOND mandatory RETIREMENT AGE of staff.***	5) Number of extensions beyond retirement age	Zero extensions beyond retirement age. OHRM might approve exceptions if post is advertised six-months in advance and operational needs so warrant.	N/A
6	***To improve the ratio of INCUMBENCY of P-3 RB posts through recruitment, promotion or managed reassignment of NCE/G-to-P candidates compared to the departmental December 2004 baseline.***	6a) Total number of established P-3 RB posts during the cycle compared to b, c, d, e and f. 6b) # of P-3 RB posts encumbered through recruitments of P-3 NCEs 6c) # of P-3 RB posts encumbered through promotions (of P-2 NCEs or G-to-P) as well as by managed reassignments	Increase, as much as possible, the number of P-3 RB posts encumbered by NCE/G-to-P candidates through recruitment, promotion or managed reassignment programme compared to all RB P-3 posts excluding language posts	As of December 2004 in D/O: Total number of established P-3 RB posts: # of P-3 RB posts encumbered through recruitments of P-3 NCEs: # of P-3 RB posts encumbered through promotions (of P-2 NCEs or G-to-P) and by managed reassignments:

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
		6d) # of P-3 RB posts encumbered through external recruitments 6e) # of P-3 RB posts encumbered outside of the selection system (short-term, temporary, etc) 6f) Average of P-3 RB posts non-encumbered during the cycle 6g) Ratio of P-3 RB posts incumbency through recruitment, promotion or managed reassignment of NCE/G-to-P candidates	(Departmental 2004 level)	# of P-3 RB posts encumbered through external recruitments: # of P-3 RB posts encumbered outside of the selection system (short-term, temporary, etc): P-3 RB posts budgetary vacant: P-3 RB posts HR vacant: Ratio of P-3 RB posts incumbency through recruitment, promotion or managed reassignment of NCE/G-to-P candidates: x/y = %
7	***To improve the ratio of INCUMBENCY of P-3 XB posts through recruitment, promotion or managed reassignment of NCE/G-to-P candidates compared to the departmental December 2004 baseline.***	7a) Total number of established P-3 XB posts during the cycle compared to b, c, d, e and f. 7b) # of P-3 XB posts encumbered through recruitments of P-3 NCEs 7c) # of P-3 XB posts encumbered through promotions (of P-2 NCEs or G-to-P) as well as by managed reassignments	Increase, as much as possible, the number of P-3 XB posts encumbered by NCE and G-to-P candidates through recruitment, promotion or managed reassignment programmes compared to all XB P-3 posts excluding language posts	As of December 2004 in D/O: Total number of established P-3 XB posts: # of P-3 XB posts encumbered through recruitments of P-3 NCE candidates: # of P-3 XB posts encumbered through promotions (of P-2 NCEs or G-to-P) and by managed reassignments:

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
		7d) # of P-3 XB posts encumbered through external recruitments 7e) # of P-3 XB posts encumbered outside of the selection system (short-term, temporary, etc) 7f) Average of P-3 XB posts non-encumbered during the cycle 7g) Ratio of P-3 XB posts incumbency through recruitment, promotion or managed reassignment of NCE/G-to-P candidates	(Departmental 2004 level)	# of P-3 XB posts encumbered through external recruitments: # of P-3 XB posts encumbered outside of the selection system (short-term, temporary): P-3 XB posts budgetary vacant: P-3 XB posts HR vacant: Ratio of P-3 XB posts incumbency through recruitment, promotion or managed reassignment of NCE/G-to-P candidates: x/y = %

#	UN SECRETARIAT awareness indicator for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O 2005-2006	December 2004 baseline or 3rd HRAP result
8	***Comparison between the number of HR vacancies, budget vacant posts and established budget posts (RB and XB).***	8a1) # of HR vacancies compared to total number of RB budget posts 8a2) # of HR vacancies compared to total number of RB budget post vacancies 8a3) # of total RB budget posts compared to total number of RB budget post vacancies	**Awareness**	N/A

		8b1) # of HR vacancies compared to total number of XB budget posts 8b2) # of HR vacancies compared to total number of XB budget post vacancies 8b3) # of total XB budget posts compared to total number of XB budget post vacancies		

Management area II: Geographical distribution

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
9	***To increase the NUMBER of recruitments of candidates from UN- and UNDERREPRESENTED MS in the Secretariat on posts subject to geographical distribution.***	*9a)* Number of geographical recruitments from un- and underrepresented MS *9b)* Percentage of such recruitments compared to all geographical recruitments during 2005-2006	25% of all geographical recruitments to be from un- and underrepresented MS in the cycle [*]	D/O's ratio of recruitments from un- and underrepresented MS as compared to all geographic recruitments in the 3rd HRAP cycle: x/y (or % of D/O's recruitments).
10	***To reduce, as much as possible, the number of OVERREPRESENTED MS in the Secretariat.***	*10a)* # of recruitments from overrepresented MS in the cycle *10b)* Percentage of such recruitments compared to all geographical recruitments in the cycle	Zero recruitments from overrepresented MS (NCE candidates will be counted but the target for D/O will be customized for evaluation purposes)	D/O's ratio of recruitments from overrepresented MS as compared to all geographic recruitments in the 3rd HRAP cycle: x/y (or % of D/O's recruitments).

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
11	***To monitor the share of developed, developing countries and countries with economies in transition in the***	*11a)* Number and percentage of staff from developed, developing countries and countries with economies in transition against total number of	**Awareness**	N/A

	Secretariat's geographical composition <u>at the professional and higher categories</u>, by targeting their share in the staff representation to their respective aggregated share in the sum of their desirable ranges.	geographical posts at the professional and higher levels. *11b)* Number of staff at professional and higher levels from each group of countries by targeting their share in the staff representation to their respective aggregated share in the sum of their desirable ranges.		

Management area III: Female staff representation

#	UN SECRETARIAT targets For 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
12	***To select WOMEN CANDIDATES in at least 50% of all vacant posts, especially in the professional and higher categories, to reach gender balance in all categories and grades.***	*12a)* Female selections in all categories *12b)* Female selections in the professional and higher categories *12c)* Female selections in the director and higher categories	50% Female selection rates (for all three indicators) [*]	D/O rate of female selections in all categories in the 3rd HRAP cycle: % D/O rate of female selections in P+ categories in the 3rd HRAP cycle: % D/O rate of female selections in D+ categories in the 3rd HRAP cycle: %
13	***To achieve at least 2 percentage points average ANNUAL INCREASE in female staff representation in the PROFESSIONAL and higher categories until reaching the 50% gender target.***	*13)* Average annual increase in female staff representation in the professional and higher categories	2 percentage points average annual increase in the professional and higher categories [*]	D/O's average annual increase in female staff representation in the P+ categories in the 3rd HRAP cycle: %

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
14	***To increase FEMALE STAFF REPRESENTATION in all categories and series (100, 200 and 300 series) TO THE 50% GENDER target.***	*14a)* Female staff representation (overall) *14b)* Female staff representation in the 100, 200 and 300 series *14c)* Female staff representation in the professional and higher categories *14d)* In the director and higher categories	**Awareness**	D/O overall female representation as of December 2004: % D/O female staff representation in the 100 series as of December 2004: % D/O female staff representation in the 200 series as of December 2004: % D/O female staff representation in the P+ categories as of December 2004: % D/O female staff representation in the D+ categories as of December 2004: %
15	***To increase FEMALE STAFF REPRESENTATION in all categories and series (100, 200 and 300 series) in P-5 and above posts to progress towards the 50% gender target.***	*15a)* Share of female staff in P-5 and higher categories *15a)* Number of female staff (P5+) from developed countries *15b)* Number of female staff (P5+) from developing countries	**Awareness**	In D/O as of December 2004: Share of female staff in the P5+ categories: % (x/y) Number of female staff (P5+) from developed countries:

		15c) Number of female staff (P5+) from countries with economies in transition		Number of female staff (P5+) from developing countries: Number of female staff (P5+) from countries with economies in transition:

Management area IV: Mobility

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
16	***Overall MOBILITY in the Secretariat must reach 15% yearly.***	*16a)* Annual Mobility index *16b)* Annual Promotion index *16c)* Annual transfer index *16d)* Combined annual Promotion and transfer index	Aggregate mobility index: 15% [*]	D/O's mobility index in 2004: % D/O's promotion index in 2004: % D/O's transfer index in 2004: % D/O's combined promotion & transfer index in 2004: %

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
17	***HRAP will monitor separately staff mobility by different TYPES OF STAFF MOVEMENTS***	*17a)* Annual count of staff movements within a department (same duty station) *17b)* Annual count of movements involving a change of department/office (same duty station) (RECEIVING) 17c) Annual count of moves out of department to another department (RELEASING)	**Awareness**	N/A

	17d) Annual count of movements involving a change of duty station (either within same department or different dept) *17e)* Annual count of moves from and to the Secretariat (transfers) within UNCS		

Management area V: Revitalization of the organization

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
18	***AVERAGE AGE of departmental staff at the end of the cycle***	*18a)* Average age of all staff	**Awareness**	D/O average age of all staff as of December 2004: years
		18b) Average age of staff in the professional and higher categories	**Awareness**	D/O average age of staff in the Prof. & higher categories as of December 2004: years
		18c) Average age of staff in the GS categories	**Awareness**	D/O average age of staff in the GS categories as of December 2004: years
19	***AVERAGE AGE AT RECRUITMENT during the cycle (cumulative appointments of > 1 year)***	*19a)* Average age at recruitment of staff appointed by dept/office	**Awareness**	D/O average age at recruitment of all staff appointed in the 3rd HRAP cycle: years
		19b) Average age at recruitment of staff appointed in the Professional and higher categories	**Awareness**	D/O average age at recruitment of staff appointed in the P+ categories in the 3rd HRAP cycle: years
		19c) Average age at recruitments of staff appointed in the GS categories	**Awareness**	D/O average age at recruitment of staff appointed in the General service categories: years

Management area VI: Performance Appraisal System (PAS)

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
20	***To increase overall PAS COMPLIANCE to as close as 100%.***	*20)* PAS compliance rates	100% PAS compliance [*]	D/O PAS compliance rate for the 2003/2004 cycle: %
21	***Annual UPDATES ON THE PANNELS (MRC, JMC, rebuttal)***	*21)* Updates on the panels (MRC, JMC, rebuttal)	Annual update on the panels	D/O updates on the panels (MRC, JMC, rebuttal):
22	***To have at least one LEARNING GOAL per staff member and per e-PAS cycle included in the PAS.***	*22)* Number of staff without a learning goal during the PAS cycle	Zero staff without a learning goal during the PAS cycle	N/A

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
23	***Annual SUBMISSION of the JMC report***	*23)* Submission of the JMC report	Annual submission of JMC report	D/O submission of the JMC report:

Management area VII: Staff development

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
24	***To achieve full use of the annual TRAINING BUDGET during the cycle***	*24)* Annual percentage of training budget used during the cycle	100% use of the training budget during the cycle [*]	D/O use of its training budget in 2004: %

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
25	***Participations of STAFF in career support and staff development programmes (overall)***	*25)* Number of D/O staff participations in development programmes (overall)	**Awareness**	Participations in staff development programmes by D/O staff in 2004:
26	***Participations by ALL eligible staff in PEOPLE MANAGEMENT TRAINING programmes***	*26)* Number of staff members eligible for PMP having participated in one PMP since inception of HRAP in 1999	**Awareness**	N/A
27	***Participations in staff development programmes by the GENERAL SERVICE staff.***	*27)* Percentage of GS staff participating in the staff development programme as compared to all staff participating in staff development programme in the cycle	**Awareness**	Participations in staff development programmes by D/O GS staff in 2004:

Management area VIII: Staff-Management relations & staff welfare

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
28	***To have QUARTERLY STAFF-MANAGEMENT meetings.***	*28)* Number of meetings with staff representatives per year	Quarterly meetings	Number of D/O meetings with staff representatives in 2004:
29	***To have QUARTERLY TOWN HALL meetings.***	*29)* Number of Town Hall meetings per year	Quarterly meetings	Number of D/O meetings with all staff in 2004:

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
30	***To complete the HIV/AIDS sensitization and information programme for all staff.***	*30)* Percentage of staff having participated in the HIV/AIDS sensitization and information programme	**Awareness**	N/A
31	***To complete the required Minimum Operational Security Standards (MOSS) training for all staff.***	*31)* Percentage of staff having participated in the MOSS training	**Awareness**	N/A

32	***To have regular meetings between departmental FOCAL POINTS for women and the head of department/office or EOs.***	*32)* Number of meetings between departmental focal point for women and departmental management per year	**Awareness**	N/A

Management area IX: Employment of consultants & individual contractors

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
33	***No PERFORMANCE by consultants/contractors OF THE FOLLOWING FUNCTIONS: representative and supervisory responsibilities, functions assigned to established posts & staff members; functions when in-house expertise is available.***	*33)* Number of consultants and contractors performing representative, supervisory functions or functions of regular staff or wherefore expertise is available in the Organization	Zero consultant or contractor performing representative, supervisory functions or functions of regular staff or wherefore expertise is available in the Organization, as applicable	N/A
34	***No consultant shall provide services for more than 24 months in a 36-month period.***	*34)* Number of consultants performing tasks for more than 24 months in a 36-month period	Zero consultant performing tasks for more than 24 months in a 36-month period (unless exceptional approval is granted)	N/A
35	***To improve the GEOGRAPHICAL REPRESENTATION OF CONSULTANTS.***	*35a)* Number of consultants from developed MS *35b)* Number of consultants from developing MS	Ratio compared to MS ratio baseline (3rd cycle)	Number of consultants from developed MS in D/O during the 3rd HRAP cycle: Number of consultants from developing MS in D/O during the 3rd HRAP cycle: Number of consultants from MS with economies in

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
		35c) Number of consultants from MS with economies in transition *35d)* MS participation ratio (number of MS represented in consultants divided by the total number of MS)		transition in D/O during the 3rd HRAP cycle: D/O MS participation ratio for the 3rd HRAP cycle: x/y = %
36	***To improve the FEMALE REPRESENTATION of consultants.***	*36)* Percentage increase in female consultants (compared to 3rd cycle)	Ratio of female consultants higher than baseline (3rd cycle)	% (or x women out of a total of y consultants) at D/O in the 3rd HRAP cycle

Management area X: Employment of retirees

#	UN SECRETARIAT targets for 4th HRAP cycle	HRAP performance indicators	D/O 2005-2006 Accountability targets	December 2004 baseline or 3rd HRAP result
37	***To reduce the number of hired retired staff as compared to total DEPARTMENTAL ACTIVE STAFF.***	*37)* Number of hired retired staff as compared to total departmental active staff (count and percentage of total staff)	Percentage less than baseline (3rd cycle)	Number of hired *retired* staff by D/O in the 3rd HRAP cycle: Percentage of hired *retired* staff as compared to total departmental active staff in D/O in the 3rd HRAP cycle: x/y = %
38	***To reduce the number of hired retired staff as compared to the total hired staff during the cycle.***	*38)* Retired staff hired for any period of time as compared to total staff hired for one year or longer plus retirees during the cycle (count and percentage of total hiring)	Percentage less than baseline (3rd cycle)	Number of hired retired staff by D/O in the 3rd HRAP cycle: Percentage of hired retired staff as compared to total staff hired in D/O in the 3rd HRAP cycle: x/y = %

#	UN SECRETARIAT awareness indicators for 4th HRAP cycle	HRAP performance indicators	Awareness indicator for D/O	December 2004 baseline or 3rd HRAP result
39	***To reduce reemployment of RETIRED STAFF and the number of such staff in DECISION-MAKING POSTS.***	*39a)* Total number of contracts given to retired staff during the cycle	**Awareness**	Number of contracts given to retired staff by D/O in the 3rd HRAP cycle:
		39b) Total number of retired staff employed during the cycle		Number of retired staff employed in D/O in the 3rd HRAP cycle:
		39c) Total duration of all employments of retired staff during the cycle		Total duration of all employments of retired staff in D/O in the 3rd HRAP cycle: days
		39d) Average duration of employment of retired staff		Average duration of employment of retired staff in D/O in the 3rd HRAP cycle: days per retiree employed (x days/y retirees employed)
		39e) Number of employed retirees in posts that affect the decision-making process (Director and higher level) during the cycle		Number of employed retirees in posts that affect the decision-making process by D/O in 3rd HRAP cycle:

NOTE:

[*] refers to a 20% tolerance margin, which considers departmental performance as falling within the acceptable range of the respective accountability target.

Annex II

Departments and offices covered by human resources action plans

Department for Disarmament Affairs

Department of Economic and Social Affairs

Department for General Assembly and Conference Management

Office of Central Support Services (Department of Management)

Office of the Under-Secretary-General (Department of Management)

Office of Human Resources Management (Department of Management)

Office of Programme Planning, Budget and Accounts (Department of Management)

Department of Political Affairs

Department of Public Information

Department of Peacekeeping Operations

Economic Commission for Africa

Economic Commission for Europe

Economic Commission for Latin America and the Caribbean

Economic and Social Commission for Asia and the Pacific

Economic and Social Commission for Western Asia

Office for the Coordination of Humanitarian Affairs

Office of the United Nations High Commissioner for Human Rights

Office of Internal Oversight Services

Office of Legal Affairs

United Nations Conference on Trade and Development

United Nations Environment Programme

United Nations Human Settlements Programme (UN-Habitat)

United Nations Office on Drugs and Crime

United Nations Office for Drug Control

United Nations Office at Geneva

United Nations Office at Nairobi

United Nations Office at Vienna

Annex III

Senior management compact form

2006 COMPACT

BETWEEN (Head of Department) and (Secretary-General)

A. CONTEXT

B. PRIORITIES AND PERFORMANCE EXPECTATIONS

i. Head of Department's programme priorities

Objective	Expected accomplishment	Measure of success

ii. Special objectives

Objective	Expected accomplishment	Measure of success
Common objectives for all heads of department		
Effective self evaluation of all programmes and subprogrammes on a regular basis in accordance with A/60/73.	Establishment of self evaluation capacity, and data collection procedures working effectively.	• IMDIS fully updated with 12 month performance data. • Self evaluation plans in place. • Resources in place in line with 2006-2007 budget.
Timely submission of documents for consideration by the governing bodies.	Timely submission of documents to Conference Management.	90% of documents submitted by slot date.
Additional objectives identified by the department		

iii. Human resources management

Objective	Expected accomplishment	Measure of success
Common objectives for all heads of department		
Minimize vacancy levels.	To achieve RB and XB vacancy levels as close as possible to 0%.	RB Vacancies less than or equal to 5%. XB Vacancy levels less than or equal to 6.5%.
Achieve 50% gender balance in the professional and higher categories.	Increase in ratio of female staff to male staff at professional and above.	2% improvement in representation at D1 and above, and P1 and above, or 50% representation.
Improving the Geographic distribution of staff within the Secretariat.	Increase the number of recruitments from un and underrepresented Member States and reduce number of recruitments from overrepresented Member States	Ratio of recruitments from un and underrepresented Member States compared to all geographic recruitments greater than 33.3%
Achieve 100% compliance with PAS.	100% PAS Compliance	100% PAS Compliance
Additional objectives identified by the department		

iv. Oversight body recommendations

Objective	Expected accomplishment	Measure of success
Implement recommendations of oversight bodies commensurate with the risks involved to the organization.	Implementation of recommendations within agreed timeframes.	90% of recommendations implemented on time. Remaining 10% within 3 months of target.

v. Conduct

Objective	Expected accomplishment	Measure of success
Common objectives for all heads of department		
To ensure that staff declares any potential conflict of interest they may face whilst discharging their duties.	All staff within the department file financial disclosures by due date.	100% compliance with financial disclosure requirements by due date.
Improved understanding of ethics among staff members in the department.	Completion of Ethics training for all staff in the department.	100% compliance with statutory training requirements.
To make administrative decisions consistent with delegated authority and the rules and regulations of the U.N.	A level of complaints and appeals concerning administrative decisions made by the department that is in proportion to the number of staff in the department, and consistent with a transparent and open working environment	Satisfactory assessment of departments' performance contained in the annual review of the outcome of the administration of justice proceedings.
Additional objectives identified by the department		

vi. Department's programme objectives

The department's overall programme objectives, expected accomplishments and measures of success are detailed in the programme budget approved by the General Assembly. These objectives are an integral part of this Compact, and actual achievements will be included in the assessment of performance prepared for review by the Management Performance Board and the Secretary-General.

C. SIGNATURES

Signature and Date	Signature and Date
Head of Department	Secretary-General

Annex IV

Departments covered by the senior management compacts

United Nations Headquarters

Department of Disarmament Affairs

Department of Economic and Social Affairs

Department for General Assembly and Conference Management

Department of Management

Department of Political Affairs

Department of Public Information

Department of Safety and Security

Office for the Coordination of Humanitarian Affairs

Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States

Office of Internal Oversight Services

Office of Legal Affairs

Office of the Special Adviser on Africa

Offices away from Headquarters

Geneva

Office of the High Commissioner for Human Rights

United Nations Conference on Trade and Development

United Nations Office at Geneva

Nairobi

United Nations Environment Programme and United Nations Office at Nairobi

United Nations Human Settlements Programme

Vienna

Office on Drugs and Crime and United Nations Office at Vienna

Regional commissions

Economic Commission for Africa

Economic Commission for Europe

Economic Commission for Latin America and the Caribbean

Economic and Social Commission for Asia and the Pacific

Economic and Social Commission for Western Asia